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**THIS ACTION IS FUNDED BY THE EUROPEAN UNION**

**ANNEX 7**

to the Commission Implementing Decision on the financing of the multiannual action plan in favour of  
Sub-Saharan Africa for 2023-2025

**Action Document for Enhancing the Capability and Effectiveness of SADC's Peace and Security  
Architecture (2023-2027)**


**MULTIANNUAL PLAN**

This document constitutes the multiannual work programme within the meaning of Article 110(2) of the  
Financial Regulation within the meaning of Article 23(2) of the NDICI-Global Europe Regulation.

## 1. SYNOPSIS

### 1.1 Action Summary Table

<b>1. Title</b> <b>CRIS/OPSYS</b> <b>business reference</b> <b>Basic Act</b>	Enhancing the Capability and Effectiveness of SADC's Peace and Security Architecture (2023-2027)  OPSYS number: ACT-61937  Financed under the Neighbourhood, Development and International Cooperation Instrument (NDICI-Global Europe)
<b>2. Team Europe Initiative</b>	No
<b>3. Zone benefiting from the action</b>	The action shall be carried out in the Southern African Development Community (SADC) region
<b>4. Programming document</b>	Multi-annual indicative programme for Sub-Saharan Africa 2021-2027
<b>5. Link with relevant MIP(s) objectives / expected results</b>	<u>Priority area 2</u> – Democratic Governance Peace and Security, and Culture  <u>Specific Objective 2</u> : Reduce the incidence, duration and intensity of violent conflicts in Africa and contribute to effective prevention, protection against and response to transnational security threats, including organised crime, across the continent  <u>Result 2.2</u> : African organisations active in the area of peace and security are able to carry out their tasks and to deliver on their mandate  <u>Result 2.6</u> : Harmonisation, domestication and compliance of national legislations with regional/continental/international norms and standards are improved, and regional/multi- country dialogue, coordination and cooperation capacities to address common security threats are enhanced.
<b>PRIORITY AREAS AND SECTOR INFORMATION</b>	
<b>6. Priority Area(s), sectors</b>	Priority area 2 – Democratic Governance Peace and Security, and Culture

<b>7. Sustainable Development Goals (SDGs)</b>	Main SDG: SDG 16 ‘Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels’  Other significant SDGs (up to 9): SDG 5: Gender Equality			
<b>8 a) DAC code(s)</b>	15210: Management peace & security systems: 25 % 15220: Civilian peace-building, conflict prevention and resolution: 50 % 15150: Democratic participation & civil society: 25 %			
<b>8 b) Main Delivery Channel</b>	Public sector institutions - 10000			
<b>9. Targets</b>	<input type="checkbox"/> Migration <input type="checkbox"/> Climate <input type="checkbox"/> Social inclusion and Human Development <input checked="" type="checkbox"/> Gender <input type="checkbox"/> Biodiversity <input type="checkbox"/> Education <input checked="" type="checkbox"/> Human Rights, Democracy and Governance			
<b>10. Markers (from DAC form)</b>	<b>General policy objective @</b>	<b>Not targeted</b>	<b>Significant objective</b>	<b>Principal objective</b>
	Participation development/good governance	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	Aid to environment @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Gender equality and women’s and girl’s empowerment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Reproductive, maternal, new-born and child health	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Disaster Risk Reduction @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Inclusion of persons with Disabilities @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Nutrition @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>RIO Convention markers</b>	<b>Not targeted</b>	<b>Significant objective</b>	<b>Principal objective</b>
	Biological diversity @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Combat desertification @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change mitigation @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change adaptation @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>11. Internal markers and Tags:</b>	<b>Policy objectives</b>	<b>Not targeted</b>	<b>Significant objective</b>	<b>Principal objective</b>
	Digitalisation @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		YES	NO	

	digital connectivity	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
	digital governance	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
	digital entrepreneurship	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
	digital skills/literacy	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
	digital services	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
	Connectivity @	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	digital connectivity	YES	NO	
energy	<input type="checkbox"/>	<input checked="" type="checkbox"/>		
transport	<input type="checkbox"/>	<input checked="" type="checkbox"/>		
health	<input type="checkbox"/>	<input checked="" type="checkbox"/>		
education and research	<input type="checkbox"/>	<input checked="" type="checkbox"/>		
Migration @	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Reduction of Inequalities @	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Covid-19	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
<b>BUDGET INFORMATION</b>				
<b>12. Amounts concerned</b>	Budget line(s) (article, item): 14.020122 (Southern Africa) Total estimated cost: EUR 13 000 000 Total amount of EU budget contribution EUR 13 000 000			
<b>MANAGEMENT AND IMPLEMENTATION</b>				
<b>13. Type of financing</b>	<b>Indirect management</b> with the entity(ies) to be selected in accordance with the criteria set out in section 4.4.1			

## 1.2 Summary of the Action

The African continent is affected by an evolving and unprecedented level of conflicts and tensions which have had detrimental effects on developments efforts and on the attainment of the Sustainable Development Goals (SDGs). In the last decade, a number of successful EU- supported interventions, conducted by the African Union (AU) and Regional Economic Communities (RECs)/Regional Mechanisms (RMs) have been implemented to prevent, resolve and de-escalate conflicts. More generally, regional integration and cooperation have been beneficial to the reduction of armed and non-armed conflicts and the maintenance of regional stability.

The Southern African Development Community (SADC), headquartered in Botswana, has the power and the mandate to play an important role in peace and security in Southern Africa together with SADC Member States, the Africa Union and other relevant international actors. In addition to promoting sustainable growth and development, SADC aims at furthering political, security and governance cooperation among the 16 countries of SADC<sup>1</sup> in particular to attain the Sustainable Development Goal 16 on Peace, Justice and strong institutions.

SADC recognises gender as a cross cutting issue and an enabler of regional integration in line with the priorities identified in the Revised Regional Indicative Strategic Development Plan (RISDP) and the Strategic Indicative Plan of the Organ on Politics, Defense and Security Cooperation (SIPO). Both strategic documents affirm

<sup>1</sup> Angola, Botswana, Comoros, Democratic Republic of Congo, Eswatini, Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Namibia, Seychelles, South Africa, United Republic Tanzania, Zambia and Zimbabwe

principles of women empowerment and gender equality, and recognise the prevention and reduction of GBV as a catalyst for attaining an environment conducive for serene peace and security.<sup>2</sup>

The overall objective of the Action is to promote peace, security, stability and democracy as foundations for regional integration and development in line with the provisions of the Regional Indicative Strategic Plan (RISDP, 2020-2030) and SADC's Vision 2050.

The current Action's specific objectives are to enhance capability and effectiveness of the SADC's Peace and Security structure by (1) enabling early response and action and (2) increasing capacity of Non-State Actors (NSAs).

The Action will be implemented in indirect management in order to enhance SADC's role and efforts to prevent and reduce the incidence, duration and intensity of conflicts, sustain peace and ensure security. To this end, the programme will seek to support and promote partnerships between state and non-state entities and have an impact on the ground within existing regional/continental/international norms and standards. Furthermore, it will strengthen SADC's monitoring, analytical, implementation, knowledge management and information sharing capacities and response mechanisms.

This Action is expected to contribute to delivering on the Joint vision for 2030<sup>3</sup> presented at the February 2022 European Union (EU)-African Union (AU) Summit, where both continents' leaders announced a renewed and enhanced cooperation for peace and security.

## 2 RATIONALE

### 2.1 Context

Peace and security are primary objectives of the Southern African Development Community (SADC). Both play a pivotal role in consolidating regional integration and cooperation, and in addressing challenges of poverty and development. To this end, the SADC Regional Indicative Strategic Development Plan 2020-2030 (RISDP) and Vision 2050 emphasise peace, security, democracy and good political governance as primary enablers for the region's integration and development.

SADC's peace and security objectives are supported by institutional frameworks and policies including the Protocol on Politics, Defence and Security Cooperation (2001) - which formalises the SADC Organ established in 1996<sup>4</sup>. The 'Strategic Indicative Plan for the Organ' (SIPO), was formalised in 2004 to consolidate regional peace and security plans to support implementation of the Protocol and foster co-operation between SADC Member States (MS) in critical areas such as conflict prevention, defence and security, peacekeeping and peacebuilding. Key areas of cooperation include anti-terrorism; crime/small arms trafficking; protecting strategic infrastructure; combating livestock theft; wildlife; migration, refugees; gender based violence (GBV); maritime security; and joint border controls among others. SIPO II was adopted by the SADC Summit in 2010 and launched at a multi-stakeholder conference in Arusha, Tanzania in 2012. SIPO II expanded areas of cooperation to include the promotion of democracy, universal human rights and conflict prevention, among others, and focuses on five sectors: politics, defence, state security, public security and police.

Despite some notable and successful interventions under SIPO I and II and associated policies and institutions in recent years, SADC Member States continue to grapple with complex peace and security challenges and in deploying timely and sustainable responses to build peace, resolve conflict, manage disasters and ensure regional security.

<sup>2</sup> [Regional Strategy and Framework of Action for Addressing Gender Based Violence 2018 – 2030.](#)

<sup>3</sup> [final\\_declaration-en.pdf \(europa.eu\)](#)

<sup>4</sup> The SADC Organ on Politics, Defence and Security Cooperation was established in 1996 as an institutional framework to Coordinate policies and activities on politics, defence and security. It operates a Troika system where Heads of State and Government are elected annually to deal with issues of peace and security in SADC.

To deliver on its Peace and security ambitions, SADC complements the African Peace and Security Architecture (APSA), which is a holistic, continental and operational framework to address peace and security issues in a coordinated manner with African countries and relevant RECs / RMs. The need for strong cooperation and synergies between the AU, the RECs / RMs and the Member States is critical for the success of the APSA in delivering sustainable peace and security on the continent.

SADC considers GBV a critical area of concern. The SADC Secretariat facilitates, coordinates and provides oversight in ensuring that State Parties effectively develop and implement clear actions to prevent, combat and effectively reduce GBV. While the main role of Member States is to implement the commitments made through the SADC Protocol on Gender and Development and other frameworks at the international and continental levels; a clear guide to facilitate their actions and interventions is crucial for harmonisation of efforts by all SADC Member States.<sup>5</sup>

The Action is thus complementary to the ongoing EU programme to support the continental African Peace and Security Architecture (APSA), which in the SADC region focuses on early warning and on the SADC Standby Force. It is also complementary to the support provided to the SADC mission in Mozambique (SAMIM) (EUR 15 million) under the European Peace Facility (EPF). This action will be also complementary with the Early response mechanism that provides the African Union and RECs/RMs with immediately available funding for initiatives aimed at preventing and managing violent conflict in case of urgent and unforeseen needs or windows of opportunity for peacebuilding. The action will include a specific component that will cover the SADC region. More broadly, the action will contribute to the EU's Integrated Approach to conflicts and crises as part of a broader range of efforts to support fragile and conflict affected countries by combining political, peacebuilding, development and humanitarian actions.

This Action seeks to build on the concrete outcomes of previous EU funded programmes with SADC such as the Regional Political Cooperation (RPC) programme (2013-2018, 10<sup>th</sup> European Development Fund) and the Support to Peace and Security in the SADC region (SPSS) programme (2018-2023, 11<sup>th</sup> European Development Fund) to shore up SADC's role and efforts to prevent conflicts, sustain peace and ensure security.

Under the 10<sup>th</sup> EDF Regional Indicative Programme an envelope of EUR 116 Million was allocated to EU-SADC Cooperation of which EUR 17.6 million was allocated to Regional Political Cooperation, including peace, security and stability. The RPC programme increased the capacities of the SADC Secretariat and of the Organ on Politics, Defense and Security cooperation to undertake democratic elections, manage conflicts and disasters and prevent human trafficking. Key outcomes included the establishment of specialised Units (for example the Electoral Support Unit (ESU) and the Mediation Support Unit (MSU)) with the Secretariat and the development of tools for the capacity-building of the Organ such as the implementation of the Disaster Risk Reduction (DRR) Unit, the Trafficking in Persons (now a function under Police Security) interventions and the revised SADC Principles and Guidelines Governing Democratic Elections.

Under the 11th EDF allocation to SADC (EUR 146.5 million), EUR 15 million was allocated to Peace, security and regional stability. The Support to Peace and Security in the SADC region programme (SPSS) programme was designed to build on lessons learnt, challenges and opportunities identified under the RPC programme. The aim was to increase capacity of SADC and Member States in electoral assistance, conflict prevention, cross border safety and security and to address the prevalence of Sexual and Gender Based Violence (SGBV). SPSS has focussed on building the capacity of regional infrastructure for peace (I4Ps)<sup>6</sup> and security in the following areas: conflict early warning; peace building strategies/action plans and the strengthening of response mechanisms; electoral assistance; and capacity of SADC for gender-sensitive conflict prevention, management and resolution.

The action 'Enhancing the Capability and Effectiveness of SADC's Peace and Security Architecture' is designed to build on the outcomes obtained from previous peace and security programmes, in particular the SPSS. It will

<sup>5</sup> [Regional Strategy and Framework of Action for Addressing Gender Based Violence 2018 – 2030.](#)

<sup>6</sup> The region's peace architecture is otherwise referred to by SADC as 'Infrastructure for peace (I4Ps)'. Infrastructure for peace are defined as regional normative frameworks, Regional Strategic Plans, National Action Plans, polices, physical institutions, training tools and information management systems; as well as human capacities and strategic partnerships.

focus on enhancing the capacities of SADC's peace and security architecture at regional and national levels, strengthening regional and national infrastructures for peace and security including through the strategic involvement of Non State Actors (NSAs). Monitoring, analysis, implementation, knowledge management and information sharing capacities will be strengthened, thereby reinforcing the effectiveness of regional and national conflict prevention and management systems, peacebuilding and response mechanisms.

The SADC's Regional Indicative Strategic Development Plan (RISDP) 2020-2030 has gender as cross-cutting issue in order to intensify gender equality, empowerment, and development through the accelerated equal participation of women, men, and especially youth in regional development, socio-economic, and political processes at both the national and regional levels.<sup>7</sup>

The action is in line with the United Nations Security Council Resolution (UNSCR) 1325 and the Maputo Protocol (Protocol to the African Charter on Human and Peoples' Rights on the Rights of Women in Africa). The results of the action also will contribute to the African Union Gender Policy and Agenda 2063, in which Aspiration 6 recognises explicitly the centrality of women in Africa's development, and the Regional Strategy on Women, Peace, and Security, a key tool to increase awareness and inclusiveness of women in peace and security.<sup>8</sup>

The action is aligned with the EU Gender Action Plan 2021-2025<sup>9</sup> (GAP III)<sup>10</sup> and its thematic area of engagement 'Integrating the women, peace and security agenda', as well as with the Women, Peace and Security Agenda<sup>11</sup>.

## 2.2 Problem Analysis

Although much has been achieved by both RPC and SPSS Programmes, there are still major gaps in terms of the sustainability of the region's various I4Ps, including the limited human and resource capacities of the infrastructures for peace at national level

Beyond addressing the symptoms of conflict, it is essential to track, monitor and analyse conflicts through an effective conflict tracking system. Non State actors can contribute to the regional early warning system by feeding the system low-intensity conflict signals and open-source information at the local level. As a result, they can usefully contribute to strengthening the early warning and response mechanisms established. For instance, community-based actors such as faith based organisations and local radio stations are able to monitor and gather information on conflict using indicators that differ from more established data collection tools on conflict. SADC will require this additional support from Non State actors which have the capacity to research, document and provide evidence-based advisories upon which the Organ may respond to emergencies in a timely manner. The capacity to support national and regional I4Ps, by and large, also lies with regional Think Tanks and Technical formations outside of the state administrations. SADC will also need to select and coordinate input from this variety of Non State Actors as well as share relevant information in order to put the organ at the centre of knowledge management on peace and security issues in the region. This approach needs to be streamlined, harmonised and domesticated through dedicated tools.

Furthermore, for SADC to have effective conflict prevention, management and post conflict reconstruction development mechanisms and more legitimacy, people in the region need to have a greater understanding of the role of SADC as an institution and the Organ as its strategic arm in the field of peace and security. Strategic

<sup>7</sup> [Southern African Development Community \(SADC\) Regional Indicative Strategic Development Plan \(RISDP\) 2020–2030, Gaborone, Botswana, 2020.](#)

<sup>8</sup> [AU Strategy for Gender Equality & Women's Empowerment 2018-2028.](#)

<sup>9</sup> The [Gender Action Plan III](#) is a Joint communication by the Commission and the High Representative of the Union for Foreign Affairs and Security Policy which was welcomed through [EU Presidency Conclusions](#) of 16 December 2020. Drafting was led by European Commission in close consultation with EU Member States, EEAS, civil society organisations, partner governments, and international organisations (UN entities, International Finance Institutions among others). The different parties contributed to the drafting of the document through meetings and through responses to a survey conducted during the process.

<sup>10</sup> [join-2020-17-final\\_en.pdf \(europa.eu\)](#)

<sup>11</sup> Council Conclusions were adopted on 14 November 2022 on Women, peace and security <https://www.consilium.europa.eu/en/press/press-releases/2022/11/14/council-conclusions-on-women-peace-and-security/>



communication about the work of the Organ and how it contributes to the region's overall Vision 2050 and RISDP 2020-30 and public diplomacy are key to ensuring engagement and promotion of the work of SADC in contributing to all its critical spheres of work including prevention and counter radicalisation programmes and democracy promotion; campaigns for increased awareness regarding for example human security, gender based violence and Transnational Organised Crime, implication of youth; children affected by armed conflicts. This requires to use digital platforms to reach the wider public consistently and interactively.

There is a gap in the development of National Action Plans (NAPs) on Women Peace and Security, Youth, transnational organised crime in some countries of the region and, where they exist, on the monitoring their implementation. The Organ will need to consider the institutionalisation of tools to assist Member States to develop their own NAPs, to facilitate their implementation and their monitoring.

On the electoral and democracy front, the Secretariat needs to strengthen its capacity for data analytics to establish trends in democratic practice across the region and provide regular and annual assessment of regional performance on elections and democracy. These would be critical for peer reviews and to inform post-election review missions of the SEAC and national electoral reform. These assessments would help the Elections Support Unit to inform SADC's early warning and conflict management processes.

The RPC programme's exit plan ensured that Member States funded new positions as part of the revised SADC structure to support the Elections Support Unit and the Mediation Support Unit – given their centrality to sustaining SADC's Mediation, Conflict Prevention and Preventative Diplomacy Structures. While implementing the SPSS programme under the 11<sup>th</sup> EDF, it became clear that these Units were still falling short of the required capacity. The programme 'Enhancing the Capability and Effectiveness of SADC's Peace and Security' will need to factor in the need for technical support within the Secretariat and establish strategic partnerships to systematically shore up the interventions throughout the life of the programme. The end result should be an exit plan which ensures that the Member States are able to support additional positions from their own budgets particularly in respect of the Mediation Support Unit, given the expanded portfolio of work over the last few years.

The region continues to be affected by violent conflicts, some of them characterised by their intractability and protracted nature, that require immediate efforts to prevent escalation. To ensure the effectiveness of SADC's conflict prevention action on management and mediation, this action will support SADC early response by providing immediate funding for non-military initiatives that allow it to react in a timely manner to conflict prevention and management opportunities.

Identification of main stakeholders and corresponding institutional and/or organisational issues (mandates, potential roles, and capacities) to be covered by the action:

The direct end beneficiaries and target group of this intervention are the SADC Member States and the population of the region.

The stakeholders of the action are: SADC Member States, the SADC Secretariat, (including the SADC Organ), SADC institutions and mechanisms established to implement the peace and security (including the SADC Parliamentary Forum (SADC-PF), Panel of Elders (PoE), Mediation Reference Group (MRG) Mediation Support Unit (MSU), SADC Electoral Advisory Council (SEAC), Southern African Regional Police Chiefs Cooperation Organisation (SARPCCO), Regional Counter Terrorism Centre (RCTC) and the Regional Peace Keeping Training Centre (RPTC), SADC National Committees (NCs) and Non-State actors (NSAs) at regional and national level with a specific mandate in the areas of conflict prevention and/or strengthening democratic governance.

The final right-holders of the action are the citizens of SADC - women, men and children.

### 3 DESCRIPTION OF THE ACTION

#### 3.1 Objectives and Expected Outputs

The Overall Objective of this action is to promote peace, security, stability and democracy as a foundation for regional integration and development in line with RISDP 2020-2030.

The Specific(s) Objective(s) of this action are to:

1. Enhance capability and effectiveness of SADC Peace and Security Architecture to enable early response and action;
2. Increase capacity of Non-State Actors (NSAs) to strengthen SADC's Peace and Security Architecture.

The Outputs to be delivered by this action contributing to the corresponding Specific Objectives are:

contributing to Outcome 1 (or Specific Objective 1):

- 1.1 Enhanced capacity of SADC's structures for mediation, conflict prevention and management effectively integrating gender and human rights approach ;
- 1.2 Strengthened capacity of women and youth to participate in SADC's peace and security interventions;
- 1.3 Enhanced capacity of SADC's peer review mechanisms on good governance and electoral practice;
- 1.4 Setting up SADC's Early Response Mechanism to support initiatives aimed at the prevention and/or management of violent conflicts in a timely, efficient and effective manner

contributing to Outcome 2 (or Specific Objective 2)

- 2.1 Strengthened collaboration with NSAs to enhance conflict tracking, early response and action;
- 2.2 NSA Forum to improve SADC's capacity to enhance peace and security interventions established and operationalised mainstreaming gender equality;
- 2.3 Knowledge management, information sharing and awareness raising system (involving NSAs), to improve SADC's actions and capabilities established;

#### 3.2 Indicative Activities

Activities relating to Output 1.1:

- 1.1.1: Conduct technical workshops to enhance the synergies between Regional Early Warning Centre (REWC), the Mediation, Conflict Prevention and Preventative Diplomacy Structures and to improve evidence-based reporting and early action encompassing conflict related SGBV (including conflict-related sexual violence CRSV)).
- 1.1.2: Support the full operationalisation of the Mediation Support Unit (MSU) to assist the Panel of Elders (PoE) and the Mediation Reference Group (MRG)
- 1.1.3: Develop SADC Conflict Management and Post Conflict Reconstruction and Development (PCRD) strategies and actions mainstreaming Gender Equality and Women's Empowerment - GEWE.
- 1.1.4: Conduct capacity building activities for stakeholders (Member States & Non State Actors) on the impact of cross cutting issues on peace and conflict dynamics such as the the implementation of the Regional Strategy on Transnational Organised Crime (TOC) Strategy and plan, Regional Strategy and Framework of Action for Addressing GBV (2018 – 2030), or the accountability of defense and security forces towards international human rights and humanitarian law.
- 1.1.5: Develop research and analysis capacities of Regional Counter Terrorism Centre (RCTC) to ensure a coordinated CT approach (strategy) and assistance to member states in developing national action plans and dedicated units to address CT and prevent violent extremism and radicalisation
- 1.1.6: Develop multidimensional capacities of RPTC aligned with AU policies

Activities relating to Output 1.2:



- 1.2.1: Develop, streamline and harmonise NAP/RAP on Women Peace and Security
- 1.2.2: Develop and monitor the implementation of RAP/NAP based on UNSCR 2250 and 2419 recognising the role of Youth in the promotion of peace and security
- 1.2.3: Promote the expansion of the scope of the African Charter on the Rights of the Child to address the role of non-state actors in the violation of children's rights in particular during armed conflicts

Activities relating to Output 1.3:

- 1.3.1: Develop and implement a regional barometer on governance, rule of law, corruption and human rights based on existing instruments and available data tools.
- 1.3.2: Strengthen the role of the SADC Electoral Advisory Council (SEAC) and partners (e.g. Electoral Commission's Forum) to conduct needs assessments and assist Member States to implement Recommendations of SADC Electoral Observation Missions in line with SADC Principles and Guidelines Governing Democratic Elections
- 1.3.3: Enhance SADC's capacity to use ICT based Tools including election reporting Soft-ware to improve quality of reporting and assessment
- 1.3.4: Advocacy and promotion of SADC's work on Peace and Security promoting fair, transparent and non-violent elections, the prevention of possible violent outbreak and early (management) response through digital platforms and mass communication apparatus (social media)

Activities relating to Output 1.4:

- 1.4.1 Identification and formulation of initiatives to prevent and manage conflict in case of either urgent and unforeseen needs in crisis situations or suddenly emerging windows of opportunity for peacebuilding.
- 1.4.2 Finance initiatives previously approved by the Commission (in consultation with EU delegations and Commission services)

Ensure coordination between SADC and AUC and RECs/RMs in the area of early response for conflict prevention and management..

Activities relating to Output 2.1:

- 2.1.1: Enhance collaboration between accredited Non-State Actors and the Regional Early Warning Centre (REWC) as a source of secondary data and information in order to enhance the quality of information and data as well as products received from primary sources
- 2.1.2: Capacity building for state and non-state actors on the operationalisation of the Conflict Tracking Tool including non state actors whom focus on People With Disabilities - PWD and women's human rights
- 2.1.3: Build capacity to prevent and counter the spread of radicalisation through public education and community awareness programmes, research as well as social media and the internet, learning centres and prisons/corrections.

Activities relating to Output 2.2:

- 2.2.1: Map NSAs to participate in the NSA forum on peace and security issues (research, data, capacity building, analysis).
- 2.2.2: Operationalise the mechanism for engagement with non-state actors on peace and security;

Activities relating to Output 2.3:

- 2.3.1: Develop and operationalise a dedicated Organ Knowledge Management and Information Sharing Platform
- 2.3.2: Develop an NSA database and an internal information management tool to profile organisations working in area of regional economic integration and those working in the area of regional political integration, including peacebuilding, conflict resolution, mediation and related activities in SADC countries.

### 3.3 Mainstreaming

#### Environmental Protection & Climate Change

**Outcomes of the SEA screening** (relevant for budget support and strategic-level interventions)

The Strategic Environmental Assessment (SEA) screening concluded that no further action was required.

**Outcomes of the EIA (Environmental Impact Assessment) screening** (relevant for projects and/or specific interventions within a project)

The EIA (Environment Impact Assessment) screening classified the action as Category C (no need for further assessment).

**Outcome of the CRA (Climate Risk Assessment) screening** (relevant for projects and/or specific interventions within a project)

The Climate Risk Assessment (CRA) screening concluded that this action no or low risk (no need for further assessment)

**Gender equality and empowerment of women and girls**

As per the OECD Gender DAC codes identified in section 1.1, this action is labelled as **G1**. This implies that gender mainstreaming will be promoted across the two components of the Action and programming and/or approaches and will promote gender mainstreaming in the planning and implementation of training activities. These may involve specific training courses on human rights and international humanitarian law, gender-based and sexualised violence, gender awareness, women in PSOs, and the Women, Peace and Security agenda. The Action will also support the strengthening of the role of women in early warning, dialogue and mediation.

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**Human Rights**

A Human rights-based approach will be applied by the respect of the working principles (participation, non-discrimination, accountability, and transparency). A 'Do-No-Harm' approach will be applied that relies on the understanding/analysis of the impact of aid on existing conflicts and its interactions within a particular context, with the goal to limit or prevent unintended negative effects on the social fabric, the economy and the environment. The Action shall aim at striking an informed balance between engaging with the security sector and strengthening its contribution to peace and security and holding a constructive dialogue on the importance of human rights protection for conflict prevention and peacebuilding. In this sense, the Action will ensure that human rights become an integral part of the training and capacity building for SADC peace operations personnel. It will also work towards integrating human rights issues into early warning, dialogue and mediation efforts. Appropriate vetting of all trainers and participating institutions is necessary to assure that human rights standards are maintained. All assistance and training aspects will include precautionary measures to ensure that international human rights standards and norms are met.

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**Disability**

As per OECD Disability DAC codes identified in section 1.1, this action is labelled as D0. This implies that while working on disability-related issues is not a main objective in this action, the specific needs of persons with disabilities as rights-holder (including for access to the facilities supported by this project) will be duly assessed and addressed. The Action will ensure that rights of persons with disabilities will be respected, and will encourage partners and programme participants to take the initiatives to protect persons with disabilities and invite organisations representing people with disabilities

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**Reduction of inequalities**

The action contributes to the reduction of inequalities by adopting a beneficiary approach through its engagement with the regional organisation and the introduction of specific objectives to engage with NSAs to achieve outputs and through its geographical scope addressing equally all member states in the region. The action's implementing modality, through indirect management with regional organisation, ensures accountability and transparency. The Action acknowledges the achievements of previous peace and security interventions. The current action adopts a broader and inclusive approach that strengthens national capacities for peace and security and mobilises Non-State Actors to participate in peace and security interventions in the SADC region. The intended outcomes of peace and security actions under SADC's overarching operational Plan - Regional Indicative Strategic Plan (RISDP) 2020-2023 include in a non-discriminant way for example enhanced conflict mediation and preventative diplomacy capacity to support MS, structured engagement with Non-State Actors, especially women, youth and children

affected by violence in conflict prevention, management and resolution of disputes in the region and regional measures and strategies to address transnational organised crime.

#### **Democracy**

Illicit activities have a direct negative impact on the degradation of governance, democracy and the Rule of Law. Activities proposed in the framework of this Action will contribute to enhance member states and regional institutions capacities to combat illicit activities and, ultimately, should then contribute to safe and secure environment.

#### **Conflict sensitivity, peace and resilience**

The Action will adopt a conflict sensitive approach by gaining a sound understanding of the two-way interaction between activities and context and acting to minimise negative impacts (*do no harm*) and maximise positive impacts of intervention. It aims at reinforcing legal capacities and law enforcement capabilities, interacting with state and non-state actors, civil society at national and regional level and where possible with inclusion of local communities to reduce impunity and insecurity creating a safe and secure environment.

#### **Disaster Risk Reduction**

N/A

#### **Other considerations if relevant**

N/A

### 3.4 Risks and Lessons Learnt

<b>Category</b>	<b>Risks</b>	<b>Likelihood (High/ Medium/ Low)</b>	<b>Impact (High/ Medium/ Low)</b>	<b>Mitigating measures</b>
Related to legality and regulatory aspects	Risk 1  Limited domestication of regional peace and security policies and strategies by SADC member states and national level stakeholders	Medium	Medium	National-level ownership of the programme is sought through regular consultations with SADC national committees and other national-level stakeholders of the programme. EU delegations may encourage domestication in the context of the regular policy dialogue at national level.
Related to people and the organisation	Risk 2  Weak institutional capacity at the SADC Secretariat and national level to implement the agreed interventions and deliver on the allocated resources.	Low	Medium	Targeted capacity needs assessments and delivery of support to address the capacity constraints as well as raise awareness among stakeholders on the need to implement effectively.

Related to people and the organisation	<p>Risk 3</p> <p>Limited ability to formally engage Non-State Actors in the implementation of the programme, particularly those related/working on gender and youth issues in the area of peace and security</p>	Medium	Medium	<p>Involvement of NSA will be premised on the commitment taken in the SADC Treaty (art. 23) to <i>‘involve fully, the peoples of the region and non-governmental organisations in the process of regional integration’</i>. SADC structures recent approval of the SADC Mechanism for Engagement with Non-State Actors. Approval of programme supporting regional CSOs</p>
Related to people and the organisation	<p>Risk 4</p> <p>Limited regional collaboration of security and criminal justice practitioners may hamper the impact of interventions to curb Transnational Organised Crime and conflict related SGBV.</p>	Low	High	<p>Programme will enhance the capacity of criminal justice professionals and law enforcement officers</p>
Related to people and the organisation	<p>Risk 5</p> <p>Shrinking space for civil society activity in some SADC Member States may distort the original intention of inclusive national early warning and response structures, turning them into intelligence and surveillance mechanisms</p>	Medium	High	<p>Consider the presence of an active civil society and favourable conditions for civil society engagement (e.g. freedom of expression, freedom of association guaranteed) as one of the criteria for selecting beneficiary Member States:</p> <p>Provide technical and financial support to civil society-based early warning and response mechanisms;</p> <p>Promote the integration of civil society representatives in National Early warning</p> <p>Generate awareness of the advantages of open and inclusive mechanisms to prevent and manage conflicts and security threats;</p> <p>Develop clear guidance and rationale for scaling-down and where needed, terminating project activities in situations and countries that become politically repressive.</p>
Related to legality and regulatory aspects	<p>Risk 6</p>	Medium	Medium	<p>Develop assistance/support packages for Member States interested (political will) in increasing its implementation of SADC</p>

	Insufficient implementation of normative frameworks, and policies in general, and most especially at the national level by Member States			<p>statutes and decisions relevant to the Action.</p> <p>Establish level of compliance/implementation of SADC policies and decisions before selecting and commencing implementation of Action in any Member State;</p>
Related to people and the organisation	<p>Risk 7</p> <p>Unintended contribution to non-human rights compliant behaviour by security sector actors</p>	Medium	High	<p>Consistently orient capacity development activities towards human rights standards and principles;</p> <p>Include human rights sensitisation, and in particular on Sexual and Gender Based Violence, and awareness-raising in capacity development;</p> <p>Monitor human rights compliance of security sector actors that benefit from capacity building under this Action;</p> <p>Develop clear guidance and rationale for scaling-down and where needed, terminating cooperation with security sector actors in case of impunity for human rights violations and gender based violence</p>

#### **Lessons Learnt:**

1. Regional indicative planning needs to acknowledge that regional integration processes and institutional development trajectories are inherently slow and therefore require long-term approaches, where actions in subsequent planning periods can build on previous experiences.
2. Policy dialogue requires dedicated time and effort of senior level staff. Efforts to engage in dialogue need to be equal and balanced on the side of the different partners in regional cooperation. Financial envelopes do not create or strengthen political relations, even when these are substantial. People do.
3. The SADC regional integration process is linked to other sub-regional and continental integration processes and therefore SADC support should not be considered in a vacuum. This was recognised in the Regional Indicative Programme under the 11th EDF for EAC-COMESA-SADC, but could be done more coherently. This will require to establish stronger links between regional and national level actions in more coherent frameworks of cooperation by the EU at bilateral, regional and continental level. This will ensure that Regional Economic Communities remain building blocks of continental political and economic integration and not become stumbling blocks.
4. Results orientation and Results Based Management principles are crucial mechanisms not only to ensure accountability but also to visualise the added value of a REC to its citizens, as ultimate stakeholders and rights-holders of regional integration and also tax-paying citizens, who provide the necessary contributions to the continuity and sustainability of SADC.

5. Institutional Strengthening and capacity development are not the only processes that consider systems, structures and policies. The human dimension of capacity development is equally, if not more, important. In the environment of REC's and EU the continuity of staffing is a challenge that causes significant leak-away effects of capacity development processes.

### 3.5 The Intervention Logic

Based on

The SADC Treaty stating the vision of a shared future in an environment of peace, security and stability, regional cooperation and integration based on equity, mutual benefit and solidarity in the SADC region and SADC commitment to the principles of the United Nations Charter, the Constitutive Act of the African Union, and the Protocol Relating to the Establishment of the Peace and Security Council of the African Union, the priority focus areas for SADC in 2020 has been formulated in a new 30-year vision that lays the foundation and set a strategic direction for the region to implement its actions until 2050.

The proposed SADC Vision 2050 is expected to be predicated upon the existing SADC vision, which is that 'of a common future in a regional community that will ensure economic well-being, improvement of the standards of living and quality of life, freedom and social justice, and peace and security for the people of Southern Africa'. Peace and stability are key ingredients for the success of regional integration and sustainable development. As such, mechanisms for conflict prevention peacebuilding and peacekeeping are one of the focal areas of attention for SADC. The effective implementation of 'the APSA at regional level' will ensure sustainable stability around the following thematic areas: early warning and response; preventive diplomacy; mediation; crisis management and peace support operations; post conflict reconstruction and development; partnerships and will take into account the impact cross cutting issues on peace and conflict dynamics such as the inclusion of CSOs and youth, the empowerment of women and gender equality (incl. Gender Based Violence (GBV)), Children Affected by Armed Conflicts (CAAC), human rights, Transnational Organised Crime (TOC) and climate change.

And

The EU vision to fostering peace, regional stability, democratic governance, and accountability across the region to providing support in line with SADC's principles, namely sovereignty, equality, solidarity, peace, security, human rights, democracy, the rule of law, equity, balance, mutual benefit, and the peaceful settlement of disputes by strengthening resilience through better linking humanitarian assistance and development cooperation and further strengthen the operational links between the complementary approaches of humanitarian assistance, development cooperation and conflict prevention, in full respect of humanitarian principles and international humanitarian law, the so-called triple nexus<sup>12</sup>, aiming to better articulate the humanitarian, development and peace interventions.

The underlying intervention logic for this action is that

IF assistance is provided to enhance the capacity of SADC's structures for mediation, conflict prevention and management, to strengthen capacity of women and youth to participate in SADC's peace and security interventions and to enhance the capacity of SADC's peer review mechanisms on good governance and electoral practice;

and

IF assistance is provided to strengthen collaboration with NSAs to enhance conflict tracking, early response and action, to establish and strengthen the NSA Forum to improve SADC's capacity to enhance peace and security interventions and to enhance capacity of SADC's peer review mechanisms on good governance and electoral practice Assuming that member states remain committed to the principle of regional integration as a means of generating economic growth, poverty reduction and peace & security

and

Assuming that SADC Secretariat and member states maintain capacity to manage implementation of projects and programmes to effectively monitor performance

THEN

<sup>12</sup> [https://civil-protection-humanitarian-aid.ec.europa.eu/what/humanitarian-aid/resilience-and-humanitarian-development-peace-nexus\\_en](https://civil-protection-humanitarian-aid.ec.europa.eu/what/humanitarian-aid/resilience-and-humanitarian-development-peace-nexus_en)

The capability and effectiveness of SADC infrastructures for peace (I4Ps) to enable early response and action and the capacity of Non-State Actors (NSAs) to strengthen SADC's Peace and Security Architecture will be enhanced, THUS  
Leading to a reinforced ability and performance of SADC to promote peace, security, stability and democracy as a foundation for regional integration in line RISDP 2020-2030.



### 3.6 Logical Framework Matrix

This indicative logframe constitutes the basis for the monitoring, reporting and evaluation of the intervention.

On the basis of this logframe matrix, a more detailed logframe (or several) may be developed at contracting stage. In case baselines and targets are not available for the action, they should be informed for each indicator at signature of the contract(s) linked to this AD, or in the first progress report at the latest. New columns may be added to set intermediary targets (milestones) for the Output and Outcome indicators whenever it is relevant.

- At inception, the first progress report should include the complete logframe (e.g. including baselines/targets).
- Progress reports should provide an updated logframe with current values for each indicator.
- The final report should enclose the logframe with baseline and final values for each indicator.

The indicative logical framework matrix may evolve during the lifetime of the action depending on the different implementation modalities of this action.

The activities, the expected Outputs and related indicators, targets and baselines included in the logframe matrix may be updated during the implementation of the action, no amendment being required to the Financing Decision.

Results	Results chain (a): Main expected results (maximum 10)	Indicators (a): (at least one indicator per expected result)	Baselines (values and years)	Targets (values and years)	Sources of data	Assumptions
<b>Impact</b>	To promote peace, security, stability and democracy as a foundation for regional integration in line with RISDP 2020-2030	1. Status of incidents of (violent) conflicts (national and/or regional) in the SADC countries  2. Level of stability of political situation in MS	1. TBD at inception  2. Fragile state index MS in 2022	1. 75 % of conflicts or crises with an active involvement of SADC I4Ps are solved  2. TBD	1. SEOM/SEAC reports  2. Fragile state index presented by the Fund for Peace.	<i>Not applicable</i>
<b>Outcome 1</b>	1 Enhanced capability and effectiveness of SADC Peace and Security Architecture to enable early response and action	1.1 Nb of I4P established  1.2 Level of integration of National Early Warning into Regional Early Warning  1.3 Nb of PoE or MRG interventions supported by the MSU	1.1 TBD at inception  1.2 TBD at inception  1.3 TBD at inception	1.1 16 in 2027  1.2 75 % in 2027  1.3 TBD	1.1 Report on the state of play I4P  1.2 Nb of REW reports integrating NEW reports  1.3 Reports on conducted interventions	Political will to share national gathered information into regional information gathering and analysis structure
<b>Outcome 2</b>	2 Increased capacity of Non-State Actors (NSAs) to strengthen SADC's Peace and Security Architecture	2.1 Status of developed guidelines for engagement with NSAs  2.2 Nb of thematic MoUs with NSAs	2.1 TBD at inception  2.2 TBD at inception	2.1 TBD at inception  2.2 TBD at inception	2.1 Endorsed guidelines  2.2 Validated thematic MoUs	Adherence to the proposed SADC mechanism for engagement with Non- State Actors
<b>Output 1 relating to Outcome 1</b>	1.1 Enhanced capacity of SADC's structures for mediation, conflict prevention and management	1.1.1 Status of implementation of adopted Guidelines/principles on mediation/conflict	1.1.1 TBD at inception	1.1.1 TBD at inception	1.1.1 MRG , MSU reports	<ul style="list-style-type: none"> <li>Preparedness to include more women, youth and civil society organisations in the</li> </ul>

	effectively integrating gender and human rights approach	<p>prevention at regional level</p> <p>1.1.2 Number of national conflict management structures mapped and capacitated</p> <p>1.1.3 Nb of capacity building activities to combat and prevent conflict related SGBV (and SGBV in humanitarian settings) conducted</p> <p>1.1.4 Level of interaction with the African Centre for Study and Research on Terrorism (ACSRT)</p> <p>1.1.5 Nb of produced regional analysis reports on terrorism and radicalisation</p> <p>1.1.6 Status of developed and implemented national action plans (member state level) on Transnational Organised Crime</p> <p>1.1.7 Conduct of TNA by RPTC</p> <p>1.1.8 Nb of multidimensional</p>	<p>1.1.2 TBD at inception</p> <p>1.1.3 TBD at inception</p> <p>1.1.4 Not existent</p> <p>1.1.5 – TBD at inception</p> <p>1.1.6 TBD at inception</p> <p>1.1.7 0 in 2024</p>	<p>1.1.2 TBD at inception</p> <p>1.1.3 at least one per semester</p> <p>1.1.4 at least one yearly interaction</p> <p>1.1.5 one analysis report/semester</p> <p>1.1.6 16 action plans developed and implemented</p> <p>1.1.7 1 in 2025</p> <p>1.1.8 TBD at inception</p>	<p>1.1.2 Report of conducted mapping</p> <p>1.1.3 Activity reports</p> <p>1.1.4 Report of activity</p> <p>1.1.5 Report</p> <p>1.1.6 Reports on adoption of action plans</p> <p>1.1.7 TNA report</p> <p>1.1.8 Annual training plans RPTC</p>	<p>democratisation activities</p> <ul style="list-style-type: none"> <li>adequate political support by Member States to combat transnational organised crime and GBV at national and regional level</li> </ul>
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		<p>training courses organised and conducted in RPTC</p> <p>1.1.9 N# of EU actions on conflict prevention, mediation, peacebuilding, peace negotiations, conflict resolution that used or were based on, amongst others, gender analysis (WPS Ind. 17) (GAP III)</p>	1.1.8 TBD at inception			
<b>Output 2</b>  <b>relating to Outcome 1</b>	1.2 Strengthened capacity of women and youth to participate in SADC's peace and security interventions	1.2.1 Number of (draft) national action plans/policies to implement the UNSC resolutions on women, peace and security and the SADC Women, Peace and Security Strategy	1.2.1 06 in 2023	1.2.1 16 in 2027	1.2.1 Validated NAPs on Women Peace and Security	Preparedness to include more women, youth and civil society organisations in the democratisation activities
		1.2.2 Number of (draft) national action plans/policies based on UNSCR 2250 and 2419 to implement the UNSC resolutions on Youth	1.2.2 TBD at inception	1.2.2 16 in 2027	1.2.2 Adopted NAPs on Youth	
		1.2.3 Status of initiatives taken by member states to promote and protect the right of children to education and to facilitate the continuation of education even in	1.2.3 TBD at inception	1.2.3 50 % of member states have taken initiatives	1.2.3 Report on initiative taken	

		situations of armed conflicts				
<b>Output 3</b> <b>relating to Outcome 1</b>	1.3 Enhanced capacity of SADC's peer review mechanisms on good governance and electoral practice	<p>1.3.1 Status on launched competitive bidding process to engage with a partner for development of a regional barometer</p> <p>1.3.2 Level of use and implementation of regional barometer on governance</p> <p>1.3.3 Number of member states implementing the SADC Principles and Guidelines Governing Democratic Elections</p> <p>1.3.4 Nb of training sessions for use of ICT based tool</p>	<p>1.3.1 -</p> <p>1.3.2 TBD at inception</p> <p>1.3.3 TBD at inception</p> <p>1.3.4 0 in 2024</p>	<p>1.3.1 Concluded competitive bidding process</p> <p>1.3.2 75 % of member states and SADC services</p> <p>1.3.3 16 in 2027</p> <p>1.3.4 TBD at inception</p>	<p>1.3.1 Contract</p> <p>1.3.2 ICT report</p> <p>1.3.3 ORGAN reports</p> <p>1.3.4 Training report (incl. attendance list disaggregated by member state, sex)</p>	Sustained support to the application of the revised SADC Principles and Guidelines Governing Democratic Elections
<b>Output 4</b> <b>relating to outcome 1</b>	1.4 Setting up SADC's Early Response Mechanism to support initiatives aimed at the prevention and/or management of violent conflicts in a timely, efficient and effective manner	1.4.1: Number of fully-developed requests for ERM support received (i.e. clearly demonstrating the objectives and impact of the proposed initiative; showing evidence of consultation with all relevant stakeholders; accompanied by a	<p>1.4.1 0 in 2023</p> <p>1.4.2 0 in 2023</p>	<p>1.4.1 TBD at inception</p> <p>1.4.1 TBD at inception</p>	<p>1.4.1: Formal requests for ERM support received by the EU.</p> <p>1.4.2 : Interim and final reports on initiatives financed under the Action.</p> <p>1.4.3: Interim and final reports on initiatives financed under the Action.</p>	

		<p>comprehensive and realistic budget).</p> <p>1.4.2: Number of mediation, political negotiation and preventive diplomacy initiatives supported under the Action.</p> <p>1.4.3: Number of other non-military initiatives supported under the Action.</p> <p>1.4.4: Number of coordination meetings held between SADC and AUC and RECs/RMs.</p>	<p>1.4.3 0 in 2023</p> <p>1.4.3 TBD at inception</p>	<p>1.4.1 TBD at inception</p> <p>1.4.1 TBD at inception</p>	<p>1.4.4: Number of coordination meetings held between QSADC and AUC and RECs/RMs.</p>	
<p><b>Output 1</b></p> <p><b>relating to Outcome 2</b></p>	<p>2.1 Strengthened collaboration with NSAs to enhance conflict tracking, early response and action</p>	<p>2.1.1 Nb of consultations with NSAs</p> <p>2.1.2 Status of developed training plan in the use and reporting of conflict tracking for NSAs</p> <p>2.1.3 Nb of accredited NSAs</p>	<p>2.1.1 TBD at inception</p> <p>2.1.2 0 in 2023</p> <p>2.1.3 TBD at inception</p>	<p>2.1.1 at least one per semester</p> <p>2.1.2 1 adopted training plan</p> <p>2.1.3 TBD at inception</p>	<p>2.1.1 Reports of consultation meetings</p> <p>2.1.2 Trainings plan NSAs</p> <p>2.1.3 Report on accreditation of NSAs</p>	<ul style="list-style-type: none"> <li>Recognition that NSAs are an important stakeholder in the implementation of the SADC Agenda. This recognition is enshrined in Article 5 (2b), 16A and Articles 23 of the SADC Treaty.</li> </ul>

		2.1.4 Number (and level) of capacity building and awareness raising interventions to counter radicalisation	2.1.4 TBD at inception	2.1.4 TBD at inception	2.1.4 Reports of conducted interventions	<ul style="list-style-type: none"> <li>Adherence to the proposed SADC mechanism for engagement with Non- State Actors</li> </ul>
<b>Output 2 relating to Outcome 2</b>	2.2 NSAforum to improve SADC's capacity to enhance peace and security interventions established and operationalised mainstreaming gender equality	2.2.1 Status of the establishment of the NSA forum  2.2.2 Level of operationalisation of the NSA liaison office	2.2.1 non existant  2.2.2 non existant	2.2.1 Forum established  2.2.2 Liaison office created and functional	2.2.1/2.2.2 The proposed SADC mechanism for engagement with NSAs	Adherence to the proposed SADC mechanism for engagement with Non- State Actors
<b>Output 3 relating to Outcome 2</b>	2.3 Knowledge management, information sharing and awareness raising system (involving NSAs), to improve SADC's actions and capabilities established	2.3.1 Status of development of an NSA database  2.3.2 Status of internal management tool and information sharing system	2.3.1 –  2.3.2 -	2.3.1 75 % in 2027  2.3.2 75 % of identified NSAs has access to information	2.3.1 Progress reports on development the database  2.3.2 Report on the use of the management tool and information sharing system	



## 4 IMPLEMENTATION ARRANGEMENTS

### 4.1 Financing Agreement

In order to implement this action, it is not envisaged to conclude a financing agreement with the Southern African Development Community (SADC)

### 4.2 Indicative Implementation Period

The indicative operational implementation period of this action, during which the activities described in section 3 will be carried out and the corresponding contracts and agreements implemented, is 60 months from the date of entry into force of the financing agreement.

Extensions of the implementation period may be agreed by the Commission's responsible authorising officer by amending this Financing Decision and the relevant contracts and agreements.

### 4.3 Implementation of Budget Support Component

Not applicable

### 4.4 Implementation Modalities

The Commission will ensure that the EU appropriate rules and procedures for providing financing to third parties are respected, including review procedures, where appropriate, and compliance of the action with EU restrictive measures<sup>13</sup>.

#### 4.4.1 Indirect Management with an entrusted entity

This action may be implemented in indirect management with an entity, which will be selected by the Commission's services using the following criteria:.

- a) The entity will have clear thematic competence in the field of peace and security and positioned to implement the action in the context of the specific Southern African Community peace and security architecture with access to critical peace and security infrastructure in the region.
- b) It will demonstrate significant prior experience in the management of actions in the field of peace and security.
- c) It will possess adequate capacity in terms of human resources as well as in its organisational setup to implement the action.

#### 4.4.2 Changes from indirect to direct management mode (and vice versa) due to exceptional circumstances (one alternative second option)

Should implementation through indirect management with a pillar assessed entity not be possible due to circumstances outside of the Commission's control, implementation through direct management (procurement) would be sought as an alternative.

### 4.5 Scope of geographical eligibility for procurement and grants

The geographical eligibility in terms of place of establishment for participating in procurement and grant award procedures and in terms of origin of supplies purchased as established in the basic act and set out in the relevant contractual documents shall apply, subject to the following provisions.

The Commission's authorising officer responsible may extend the geographical eligibility on the basis of urgency or of unavailability of services in the markets of the countries or territories concerned, or in other duly substantiated

<sup>13</sup> [www.sanctionsmap.eu](http://www.sanctionsmap.eu).

cases where application of the eligibility rules would make the carrying out of this action impossible or exceedingly difficult (Article 28(10) NDICI-Global Europe Regulation).

For this multi-country action, natural persons who are nationals of, and legal persons who are effectively established in the following countries and territories covered by this action, are also eligible: 16 member states of the SADC region.

#### 4.6 Indicative Budget

<b>Indicative Budget components</b>	<b>EU contribution (amount in EUR)</b>
<b>Implementation modalities</b> – cf. section 4	
<b>Objective/Outputs SO1 (Outputs: 1.1, 1.2, 1.3, 1.4)</b> Enhance capability and effectiveness of SADC Peace and Security Architecture to enable early response and action	8 500 000
Indirect management with an entrusted entity- cf. section 4.4.1	8 500 000
<b>Objective/Outputs SO2 (Outputs: 2.1, 2.2, 2.3)</b> Increase capacity of Non-State Actors (NSAs) to strengthen SADC's Peace and Security Architecture	4 300 000
Indirect management with an entrusted entity – cf. section 4.4.1	4 300 000
<b>Evaluation</b> – cf. section 5.2	200 000
<b>Audit</b> – cf. section 5.3	
<b>Totals</b>	13 000 000

#### 4.7 Organisational Set-up and Responsibilities

The overall management, coordination and monitoring of the Action will be the responsibility of the SADC Secretariat, who will have full ownership of the programme. The programme will be implemented under the direct supervision of the Director for the Organ on Politics, Security and Defence Cooperation (OPSDC).

In recognition of the SADC principle of subsidiarity and the agreement reached between the EU and SADC to identify the best possible implementation partner other partners may be associated to the implementation of the action. SADC will define these partners before the start of the implementation period of the action.

To guarantee ownership and adequate coordination and management of the programme's activities by the key stakeholders, a robust governance structure is proposed that comprises a Steering Committee (SC) and a Technical Committee (TC).

The SC is the highest decision-making body of the project and will provide political steering as well as strategic guidance and direction for the implementation of the programme. It's duties and responsibilities include:

- Deliberate and provide strategic direction for the project interventions and ensure consistency with the project objectives;
- Assist with resolving strategic issues and risks and use influence and authority to assist the project in achieving its outcomes;
- Contribute to improving donor and partner coordination;
- Oversee the work of the project and considering its progress from a policy level:
  - Review planned activities and budgetary estimates and approve the annual budget of the project, at the recommendation of the Technical Committee.
  - Review and discuss annual narrative and financial reports, at the recommendation of the Technical Committee.
  - Review and discuss external monitoring reports and evaluations.

- Propose, examine, agree or reject changes to the project with a high impact on timelines and budget, while duly following further procedures for formal approval where required;
- Provide a platform for political dialogue amongst partners and foster accountability.

The Technical Committee is the main platform for exchange and decision-making for all issues related to the implementation of the project. The duties and responsibilities of the Technical Committee will include:

- Review the annual work plan and make recommendations to the Steering Committee.
- Review financial and progress reports and make recommendations to the Steering Committee. Review progress in the implementation of the project and provide recommendations.
- Discuss the implementation of planned activities and make decisions relevant for the joint implementation of the project.
- Monitor and discuss risks relevant to the operational implementation and make joint decisions with regard to adequate risk mitigation.
- Provide a platform for coordination with stakeholders, including the identification of synergies and complementarities with relevant programmes funded by the EU and other development partners.
- Ensure follow up and implementation of decisions taken by the Steering Committee.
- Prepare inputs for decisions of the Steering Committee.

The SC shall be made up of representatives of the SADC Secretariat, the SADC member states, the EU Delegation and other key partners in the implementation of SADC's peace and security agenda. The Steering Committee should meet at least annually to ensure that the members of the Committee have a thorough appreciation of the level of implementation of the programme and can provide adequate and timely guidance and correction where required; in addition to implementation dialogue, the Steering Committee is expected to contribute to continued and intensified policy dialogue in the thematic area of peace and security.

The TC shall be made up of representatives of the SADC secretariat, the SADC member states, the EU Delegation and other key partners in the implementation at operational level. The Technical Committee shall meet at least twice a year with one meeting just prior to the conduct of the SC.

As part of its prerogative of budget implementation and to safeguard the financial interests of the Union, the Commission may participate in the above governance structures set up for governing the implementation of the action and may sign or enter into joint declarations or statements, for the purpose of enhancing the visibility of the EU and its contribution to this action and ensuring effective coordination.

## 5 PERFORMANCE MEASUREMENT

### 5.1. Monitoring and Reporting

The day-to-day technical and financial monitoring of the implementation of this action will be a continuous process, and part of the implementing partner's responsibilities. To this aim, the implementing partner shall establish a permanent internal, technical and financial monitoring system for the action and elaborate regular progress reports (not less than annual) and final reports. Every report shall provide an accurate account of implementation of the action, difficulties encountered, changes introduced, as well as the degree of achievement of its results (Outputs and direct Outcomes) as measured by corresponding indicators, using as reference the logframe matrix (for project modality) and the partner's strategy, policy or reform action plan list (for budget support).

The Commission may undertake additional project monitoring visits both through its own staff and through independent consultants recruited directly by the Commission for independent monitoring reviews (or recruited by the responsible agent contracted by the Commission for implementing such reviews).

Roles and responsibilities for data collection, analysis and monitoring:

The Action shall ensure a systematic M&E system covering the action. The development of such an M&E system shall be done in close association between EUD. Yearly M&E sessions shall be set up at the level of the project, including the institutional beneficiaries' representatives, and regular M&E documentation shall be provided by the IP (bi-annually) to ensure a comprehensive follow-up and assessment.

The identification of the baselines and the collection of data shall be the responsibility of the implementing partner while the overall M&E indicators follow-up shall be done by the EUD working closely with the M&E staff from the implementer.

Monitoring and evaluation will assess gender equality results, an impact on rights of groups living in the most vulnerable situations and the implementation of the rights based approach working principles and leave no one behind (applying all human rights for all; meaningful and inclusive participation and access to decision-making; non-discrimination and equality; accountability and rule of law for all; and transparency and access to information supported by disaggregated data). Monitoring and evaluation will be based on indicators that are disaggregated by sex, age, disability when applicable.

## 5.2. Evaluation

Having regard to the nature of the action, a mid-term and a final evaluation will be carried out for this action or its components via independent consultants contracted by the Commission.

A mid-term evaluation will be carried out for problem solving and learning purposes, in particular with respect to scope of interventions. The Mid Term Evaluation will assess progress made towards the consolidation of the SADC peace and security architecture and measure the contribution of the programme towards a sustainable approach to peace and security, with particular focus on the sustainability and/or exit strategy for this specific programme and activities.

A final evaluation will be carried out for accountability and learning purposes at various levels (including for policy revision), taking into account in particular the focus on a sustainable approach to the establishment of SADC's peace and security architecture. In addition, the final evaluation is to assess the impact of the programme and its related activities at the level of the SADC member states in establishing adequate response and preventive capacity for conflict management as well as strengthened law enforcement responses to security threats.

Evaluations shall assess to what extent the action is taking into account the human rights-based approach as well as how it contributes to gender equality and women's empowerment and disability inclusion. Expertise on human rights, disability and gender equality will be ensured in the evaluation teams.

The Commission shall inform the implementing partner at least 03 months in advance of the dates envisaged for the evaluation missions. The implementing partner shall collaborate efficiently and effectively with the evaluation experts, and inter alia provide them with all necessary information and documentation, as well as access to the project premises and activities.

The evaluation reports may be shared with the partners and other key stakeholders following the best practice of evaluation dissemination. The implementing partner and the Commission shall analyse the conclusions and recommendations of the evaluations and, where appropriate, apply the necessary adjustments. Evaluation services may be contracted under a framework contract.

## 5.3. Audit and Verifications

Without prejudice to the obligations applicable to contracts concluded for the implementation of this action, the Commission may, on the basis of a risk assessment, contract independent audit or verification assignments for one or several contracts or agreements.

## 6. STRATEGIC COMMUNICATION AND PUBLIC DIPLOMACY

The 2021-2027 programming cycle will adopt a new approach to pooling, programming and deploying strategic communication and public diplomacy resources.

In line with the 2022 “[Communicating and Raising EU Visibility: Guidance for External Actions](#)” it will remain a contractual obligation for all entities implementing EU-funded external actions to inform the relevant audiences of the Union’s support for their work by displaying the EU emblem and a short funding statement as appropriate on all communication materials related to the actions concerned. This obligation will continue to apply equally, regardless of whether the actions concerned are implemented by the Commission, partner countries, service providers, grant beneficiaries or entrusted or delegated entities such as UN agencies, international financial institutions and agencies of EU member states.

However, action documents for specific sector programmes are in principle no longer required to include a provision for communication and visibility actions promoting the programmes concerned. These resources will instead be consolidated in Cooperation Facilities established by support measure action documents, allowing Delegations to plan and execute multiannual strategic communication and public diplomacy actions with sufficient critical mass to be effective on a national scale.

## Appendix 1 REPORTING IN OPSYS

A Primary Intervention (project/programme) is a coherent set of activities and results structured in a logical framework aiming at delivering development change or progress. Identifying the level of the primary intervention will allow for:

Articulating Actions or Contracts according to an expected chain of results and therefore allowing them to ensure efficient monitoring and reporting of performance;

Differentiating these Actions or Contracts from those that do not produce direct reportable development results, defined as support entities (i.e. audits, evaluations);

Having a complete and exhaustive mapping of all results-bearing Actions and Contracts.

Primary Interventions are identified during the design of each action by the responsible service (Delegation or Headquarters operational Unit).

The level of the Primary Intervention chosen can be modified (directly in OPSYS) and the modification does not constitute an amendment of the action document.

The intervention level for the present Action identifies as (tick one of the 4 following options);

<b>Action level (i.e. Budget Support, blending)</b>		
<input type="checkbox"/>	Single action	Present action: all contracts in the present action
<b>Group of actions level (i.e. top-up cases, different phases of a single programme)</b>		
<input type="checkbox"/>	Group of actions	Actions reference (CRIS#/OPSYS#):
<b>Contract level</b>		
<input checked="" type="checkbox"/>	Single Contract 1	Contribution agreement (EUR 13 000 000) cf. section 4.5
<input type="checkbox"/>	Single Contract 2	
	(...)	